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15 October 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: DD/M&S Control of M&S Positions and Personnel

1. The Management and Services Advisory Group (MSAG) strongly believes that the DD/M&S should have primary control of all positions and personnel, not only at Headquarters, but overseas as well. The traditional practice of assigning M&S careerists to positions identified with, and controlled by, other directorates is inequitable in that it significantly limits the DD/M&S in effectively accomplishing long-range planning of directorate personnel resources. This lack of DD/M&S primary control of positions also hampers DD/M&S career planning and developmental efforts for M&S personnel.

2. This problem is an old one, and efforts were made as early as 1964 to rectify it. In a memorandum, dated 15 November 1964, General Carter established Agency policy whereby "positions substantially involved with the performance of support-type functions would be filled from within the M&S Career Service." Although this policy addressed the question of "who" would fill the M&S positions, it left unresolved the matter of "who" would control the positions.

3. We recognize that this problem is a difficult one. There are convincing arguments for maintaining the status quo, and certainly any action to change it would require careful inter-directorate planning and coordination. Nevertheless, we believe the Agency would benefit from the DD/M&S having primary control of all M&S positions in that it would provide for:

- a. Better long-range planning of DD/M&S resources.
- b. Better management control throughout the DD/M&S.
- c. Better qualified and experienced M&S personnel performing M&S functions at Headquarters and overseas.

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d. Better career planning and development for M&S careerists.

4. Accordingly, the MSAG recommends that the DD/M&S initiate action to have Agency policy established which designates the DD/M&S as control authority for all M&S positions and personnel. To accomplish the careful planning and coordination required to establish such policy, the DD/M&S may wish to consider identifying the policy and subsequent implementation as an Agency objective. Incorporation of our recommendation in the Management by Objective (MBO) structure would serve to keep these objectives in focus and lead to their orderly attainment.

Management and Services Advisory Group